

### 5 YEAR STRATEGIC PLAN FOR INDIANA'S BASIC CIP GRANT (2007-2012)

Issue Addressed	Activity	Responsibility	Date	Interim Benchmark	Outcome	Indicator
<b>Collaboration Between The Courts And The DCS With Regard To The CFSR</b>	Participation in the Statewide Assessment ( <b>completed</b> )	CIP Grants Administrator recruit trial court judge	Late 2006 through July, 2007	CIP Grants Administrator and several judges participated on Steering Committee and sub-committees and assisted in drafting section on case planning and reviews. Attending all planning and final meeting. Grant Administrator participating in all CSFR conference calls. Agency Director and Chief Justice meeting frequently throughout the process.	That the CFSR, particularly the PIP will be a process by which the SYSTEM assesses and addressed needed reform in Indiana. The Statewide Assessment will include the perspective of the Judges who are in a good position to provide insight into the data and the practical implications of the data indicating need for improvement.	Courts and DCS will collaborate to conduct an accurate and thorough evaluation of the statewide system. Courts and DCS will come to understand their respective roles and responsibilities in the child welfare system. Courts and DCS will collaborate in a meaningful way. Improvement as a goal. The collaboration will continue through the implementation of the PIP.
	Meet with judges whose counties are involved in the onsite reviews ( <b>completed</b> )	CIP Grants Administrator and Deputy from agency	May and June, 2007	Meetings with individual judges in Marion, Montgomery and Jefferson Counties		Judges whose counties are Review sites are better prepared and understand the process better. Reviews run smoothly.
	Participation in the onsite review ( <b>completed</b> )	CIP Grants Administrator to recruit 4 trial court judges to serve as reviewers in the CFSR. CIP Grants Administrator to serve as a reviewer. State Director of GAL/CASA (Indiana Division of State Court Administration) to serve reviewer.	July 9-13, 2007	4 judges, GAL/CASA Director and CIP Grants Administrator serve as reviewers		4 judges will have a better understanding of the agency, will be helpful in engaging their colleagues in the PIP process. Judges, as knowledgeable stakeholders bring a significant perspective to the process. GAL/CASA perspective will also be present. CIP Grants Administrator will be prepared to assist in implementation of PIP.

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	Inform all trial court judges of the results of the CSFR, particularly the PIP when it is completed [1] <b>(completed)</b>	CIP Grants Administrator  DCS Director Payne	June 2007 (to the extent information is available) at the annual Juv. Judges Mtg. Monthly updates to Juvenile Justice Improvement Committee June 2008 Annual Juv. Judges Mtg. Meeting with the regions services councils beginning in October 2007 until all regions have had meetings.	CIP Grants administrator makes presentation at 2007 and 2008 annual juvenile court judges meetings and continues to meet with JJIC on a monthly basis		Judges are aware of the PIP and have the opportunity to play an active role in developing strategies for implementing changes that have a better chance of successful outcomes
	<b>New</b> Update all Juvenile Court Judges on the status of the CFSR and Program Improvement Plan (PIP), with special emphasis on the legal/court related action steps in the PIP.	CIP Grants Administrator	June, 2010		Juvenile Court Judges are knowledgeable about the CFSR and PIP requirements	CFSR/PIP update presented at the Annual Juvenile Judges conference in June, 2010
	Implementation of PIP	CIP Grants Administrator to facilitate ongoing collaboration with the DCS as needs are identified and the PIP is formulated	(see above)  <b>Revised</b> July 2009 through July, 2011	Once the PIP has been accepted by ACF, DCS, TASK Force and CIP Grants administrator will continue to discuss the courts' role in implementation.	Successful statewide implementation	Judges are informed of the PIP requirements and are involved in the implementation of the PIP in those areas that include or impact the court process
	Identify any changes in legislature that might be suggested as a result of the CFSR	CIP Grants Administrator, DCS staff, Task Force, Juv. Justice Improvement Committee[1]	( see above)  <b>Revised</b> ongoing throughout the implementation of the PIP	If needed, DCS and Courts collaborate on necessary statutory changes		Barriers to best practices that may be attributed to statutory requirements are removed

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	Identify any changes in court rules or court practices that might be suggested as a result of the CFSR	CIP Grants Administrator, DCS staff, Task Force, Juv. Justice Improvement Committee	(see above)  <b>Revised</b> ongoing throughout the implementation of the PIP	If needed, Indiana Supreme Court will address changes		Changes or amendments through rules or judicial education regarding best practices are implemented
	Educate judiciary on changes in DCS policy or practice as a result of CFSR	CIP Grants Administrator  Indiana Judicial Center Staff	(see above)  <b>Revised</b> ongoing throughout the implementation of the PIP			Better understanding between courts and the DCS
	<b>New</b> Plan for initiatives in response to needs identified in CFSR and PIP	CIP Grants Administrator, Task Force, Indiana Judicial Center Staff	July 2009 through the implementation of PIP	Regular meetings with Task Force, Indiana Judicial Center Staff and DCS to collaboratively determine how CIP funds can be allocated to best improve outcomes of safety, permanency and well being for children in foster care in Indiana		
[1] Director Payne meets regularly with the Juvenile Justice Improvement Committee during the legislative session to discuss pending legislation and legislative initiatives						
<b>Continued Collaboration On The IV-E Review</b>	Participation by the courts in the next IV-E Review <b>(completed)</b>	CIP Grants Administrator to collaborate with the DCS to get courts involved	Last review was Oct. 2005. Indiana was in substantial compliance. Next review within 3 years.  <b>Update</b> The IV-E review occurred January 26-29, 2009	Court participation in IV-E review	A more thorough and informed review that includes the participation and perspective of the bench.	Courts actively and in a meaningful way participate in the reviews and the PIP, if any.
<b>Collaboration Regarding HEA 1001</b>						

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	Collaboration between DCS and representative juvenile judges in legislative meetings to draft and implement legislation that significantly changes child welfare funding and juvenile court procedures ( <b>completed</b> )	DCS Director and Deputies, Representative judges	June-July 2007			
	Ongoing discussions between members of the Juvenile Justice Improvement Committee and the Indiana Council of Juvenile and Family Court Judges regarding the language of the bill. ( <b>completed</b> )	Members of the committee DCS Director and Deputy	Aug 2007-March 2008			
	Collaborative efforts and DCS to work out plans and procedures for implementation of the legislation and follow- up training; development of uniform proposed orders for judges ( <b>completed</b> )	Indiana Judicial Center Staff Benchbook Committee DCS Staff	July-Dec. 2008 and ongoing reevaluation thereafter			
	Continued monitoring, evaluation and revising of policies, procedures and forms used in the implementation of the legislation	Indiana Judicial Center Staff DCS Staff Juvenile Justice Improvement Committee	Jan-June 2009 <b>Revised</b> ongoing			

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<b>Length of time to finalize adoptions</b>	Determine statewide how many adoptions pending 6, 12, and 18 plus months after entry of judgment on TPR.	CIP Data Analyst CIP Grants Administrator	June 2008-Jan. 2009  <b>Revised</b> 2010	Confirm our anecdotal assumption that children are awaiting adoption for too long	Timely Permanency for children free for adoption	Reliable data provides accurate information regarding the length of time from TPR to adoption for children for whom adoption is the permanency plan
	Share statewide data regarding the number of adoptions pending 6, 12, and 18 plus months after entry of judgement on TPR	CIP Grants Administrator DCS Staff  <b>Revised</b> CIP Data Analyst, CIP Grants Administrator, DCS staff	Jan./Feb2008  <b>Revised</b> 2010	Each county has data regarding length of time from judgment of TPR to adoption.	Reduction in time from TPR to adoption	Courts will recognize delays in permanency for children awaiting adoption based on reliable data
<b>Explore efforts to expedite appeals in other jurisdictions</b>	Research efforts to expedite appeals in other jurisdictions	Executive Director, Division of State Court Administration  <b>Revised</b> CIP Data Analyst	July-Oct 2008  <b>Revised</b> January 2009 through September 2009	Research completed		Research provides information as to how other jurisdictions handle TPR appeals
<b>Explore need to expedite TPR appeals in Indiana</b>	Collect Data re: Number of appeals from TPR judgments from each county; Length of time from filing of Notice of Appeal through decision handed down: Length of time from end of briefing until decision is handed down ( <b>completed</b> )	CIP Grants Administrator Data Analyst  <b>Revised</b> CIP Data Analyst	June 2008-Jan. 2009	Research completed		We have reliable data regarding the cause of delays, if any, in the appellate process in finalization of adoption
	Discussions with the Supreme Court and Court of Appeals re: the data collected the need, if any, to expedite appeals of TPR's ( <b>completed</b> )	Executive Director, Div. Of State Court Administration CIP Data Analyst	Oct.-Dec 2008	Meeting takes place		Exploration of how to reduce delays in for children for whom the appellate process may be a delay in permanency

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	Ongoing discussions of needed changes, if any, to the appellate procedure depending on the review of the data	Indiana Supreme Court	Jan. 2009 and ongoing		Timely Permanency for children free for adoption	
Reduce Delays in Child Welfare Proceedings	Seek 3 counties as Pilot Project volunteers to conduct monthly file reviews on cases that are older than 12 months <b>(completed)</b>	CIP Grants Administrator DCS Staff	Feb/Mar2008  <b>Revised</b> February/ March 2008 through November 2009	3 counties in which the length of time from judgment of TPR to adoption is over 6 months agree to participate in pilot  <b>Revised</b> 3 counties agree to participate in the pilot		Recognition of need to reduce delays in permanency in the pilot counties
	Develop a protocol/form for Review Team to identify cases and establish a regular and routine review of cases <b>(completed)</b>	CIP Grants Administrator Judges in pilot counties	Apr-08	Forms for file review are developed		Process for file review is developed
	Establish a protocol for how to identify and address or respond to the reasons for delay	CIP Grants Administrator Judges and DCS directors in pilot counties	May/June, 2008  <b>Revised</b> Ongoing throughout pilot project	Protocol is developed and adopted in pilot projects		Process for file review and action plan is in place
	Establish teams in pilot counties to review files and respond to identified reasons for delay: teams may include court staff, DCS staff and GAL/CASA	CIP Grants Administrator DCS Staff Judges DCS local directors in pilot counties	July-Oct. 2008  <b>Revised</b> July 2008 through November 2009	Teams are established and trained on forms and protocol		Teams are in place and ready to begin reviews
	Implement the project	Judges and DCS directors in pilot counties	August, 2008 through May, 2010	Teams are meeting on a scheduled basis and reviewing files		File Reviews are identifying barriers and reducing time

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	Evaluate the success of the pilot projects	CIP Grants Administrator, Judges and DCS directors in pilot counties	<b>Update</b> June 2010- August 2010	Evaluations completed		Delays in child welfare proceedings are reduced in pilot counties
	If the pilot projects are successful in reducing delay, identify 3 more counties to agree to pilot the project  <b>Revised</b> If the pilot project is successful in reducing delay, develop and implement a statewide roll-out plan	CIP Grants Administrator  <b>Revised</b> CIP Grants Administrator, DCS	10/1/2009  <b>Revised</b> June 2010- August 2010	Additional counties are added		delays in child welfare proceedings are reduced statewide
<b>Forum for ongoing meaningful collaboration between DCS, Courts and other Stakeholders</b>	Create a multi-Disciplinary Task Force <b>(completed)</b>	Chief Justice  CIP Grants Administrator  Director of DCS	Feb/Mar2007		Collaboration between the courts and child welfare stakeholders	Opportunity for meaningful and ongoing collaboration between stakeholders Input from all stakeholders regarding CIP projects
	Select members of task force and name a chair <b>(completed)</b>	Chief Justice  Director of DCS	Feb/Mar2007	Members are selected in collaboration between courts and the agency		Representative membership
	Invite members to participate <b>(completed)</b>	CIP Grants Administrator	Mar-07	Task Force is formed		Prospective members accept the invitation to serve on the Task Force
	Convene the Task Force <b>(completed)</b>	CIP Grants Administrator  Task Force Chair	Apr-07	Meets for the an orientation		First meeting is held

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	Define Missions and Goals for the Task Force <b>(completed)</b>	Task Force	Apr-07	The Task force defines itself		Mission and Objectives are established
	Establish regular meeting dates and times <b>(completed)</b>	Task Force Chair	April/May2007	Commitment to ongoing participation		Task Force continues to meet
	Plan and set goals <b>(completed)</b>	Task Force Members	May/June 2007	Task Force collaborates and provide input for CIP Grant strategic plans	Task Force will have established a plan for the direction it intends to take	CIP Strategic Plans are established.
	Review the CFSR report and suggestions for PIP <b>(completed)</b>	Task Force Members	June-July 2008	All members of the task force review the CFSR Report and come to a meeting prepared to suggestions for the PIP		Task Force has contributions to make to the PIP development through the CIP Grants Administrator
	Review PIP	Task Force Members	When the PIP has been prepared  <b>Revised</b> June 2009 through completion of PIP	Task force reviews the PIP and make suggestions on how CIP can help implementation the PIP		Task Force has contributions to make to the PIP implementation through the CIP Grants Administrator
	Monitor implementation of PIP	CIP Grants Administrator and Task Force Members	When the PIP has been approved and ongoing  <b>Revised</b> June 2009 through completion of PIP			PIP is implemented Improvement in outcomes
	Continue to meet on a monthly basis through the PIP process and determine how often to meet thereafter  <b>Revised</b> continue to meet regularly and assist in CIP planning	Task Force members	2008-2012	Task Force continues to evaluate needs and discusses programs and or initiatives to address those needs		Task Force makes contributions to the adjustment and finalization of future strategic plans



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<b>Needs of Local Courts For Additional Services, Programs &amp; Projects To Ensure Good Outcomes</b>	Continue to provide CIP funding for existing sub-grants and to encourage other counties to replicate [2] existing successful projects	CIP Executive Committee and Trial Court Judges	Ongoing 2007-2012	CIP Exec. Committee receives sub-grant proposals to replicate programs that have been successful	Better outcomes for children and families in the areas of safety, well-being and permanency	Implementation of programs that have demonstrated success statewide
	<b>Revised</b> Provide CIP sub-grants to programs and projects that support the safety, well-being and permanency of children and families involved in the child welfare system	<b>Revised</b> CIP Executive Committee		<b>Revised</b> CIP Executive Committee receives sub-grant proposals that offers programs or services that provide for the safety, well-being and permanency needs of children and families involved in the child welfare system		<b>Revised</b> Implementation of programs or services that provide for the safety, well-being and permanency needs of children and families involved in the child welfare system
	Address emerging local needs identified as a result of the CFSR, our Data Collection, the Indiana Summit for Children and the Task Force.	CIP Executive Committee Trial court judges CIP Grants Administrator  <b>Revised</b> CIP Executive Committee, CIP Grants Administrator, Task Force, Indiana Judicial Center Staff	Ongoing 2007-2012	CIP exec. Committee receives sub-grant proposals for identified needs		New initiatives that are responsive to needs identified in the CFSR and the PIP are implemented  <b>Revised</b> New initiatives, programs or services that address the identified needs are implemented.
	Evaluate the success of the sub-grant initiatives	CIP Executive Committee Trial court judges CIP Grants Administrator  <b>Revised</b> CIP Executive Committee, CIP Grants Administrator	Ongoing 2007-2012	Sub-grantees submit evaluations in their final reports		Sub-grantees have good information about the positive impact of their grants.
[2] Indiana CIP has awarded sub grant to support such initiatives as facilitation/mediation in CHINS and TPR, Drug Courts in CHINS, Mental Health Courts, Family Court pilots, as well as Technical Support and assistance with case management through the Supreme Court's JTAC						

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Assessment of the courts' role in the effectiveness of the interstate placement of children	Conduct Survey of local practices <b>(completed)</b>	CIP Grants Administrator	Feb./March 2008	Survey is developed, distributed and returned		CIP Grants Administrator and Indiana Supreme Court will have information about local practice with regard to the interstate placement of children.
	Conduct File Reviews, depending upon survey responses  <b>Update</b> based upon the survey results, it was determined that file reviews were not necessary.	CIP Grants Administrator	April/May 08	Files in select counties are reviewed, judges interviewed regarding local practice involving the interstate placement of children		See above
	Draft a report of the assessment of the trial courts' role, responsibilities and effectiveness in the interstate placement of children. <b>(Completed)</b>	CIP Grants Administrator	Jun-08	Report completed		Need for any changes in practice are identified
	Form an ad hoc committee of the Task Force to evaluation what improvements are needed and how to implement necessary changes in practice, if any.  <b>Update</b> An ad hoc committee was not formed as the ICPC assessment report did not identify any changes in practice that needed to occur.	CIP Grants Administrator, Ad Hoc Committee	August, 2008 through August 2009	Committee is formed, reviews the report and makes suggestions for change to be included in strategic plan		Needed changes identified and planning for those changes takes place